

POM 02-01
Ser N801R/9U639191
29 SEP 99

MEMORANDUM FOR DISTRIBUTION

Subj: POM-02 REVIEW OF INITIATIVES FOR COST REDUCTION AND
EFFECTIVENESS IMPROVEMENT (CREI)

Encl: (1) Schedule for POM-02
(2) Summary of FY-00 President's Budget and PR-01
Initiatives
(3) Initiative Submission Format

1. Purpose.

a. To call for initiatives to reduce costs and improve effectiveness, and to identify and recognize existing ones in the POM-02 process. These initiatives are similar to those labeled "Total Ownership Cost (TOC) reduction," "Smart," and SECNAV "Smart Work," Commercial Operations and Support Savings Initiatives (COSSI), Logistics Engineering Change Proposals (LECP), NAVAIR Affordable Readiness, and NAVSEA Corporate Productivity Fund. The POM-02 CREI schedule is provided at enclosure (1).

b. To issue guidance for Resource Sponsor and Claimant action associated with Cost Reduction and Effectiveness Improvement initiatives in POM-02.

c. To allow for an independent review of these initiatives by N81 and the Navy Center for Cost Analysis (NCCA) prior to CREI Council review.

2. Background.

a. The SECNAV Planning Guidance for POM-02 directs that priority be given to investments that will cut our operating or business costs and goes on to state that near-term savings should not be earmarked before they can be realized.

b. Initiatives funded in PB-00 and PR-01, as well as those added during the PR-01 summer budget review, are detailed in enclosure (2).

Subj: POM-02 REVIEW OF INITIATIVES FOR COST REDUCTION AND
EFFECTIVENESS IMPROVEMENT (CREI)

3. Action.

a. DoN Cost Reduction and Effectiveness Improvement (CR&EI) Council. The CR&EI Council will validate, prioritize, and recommend DoN Cost Reduction and Effectiveness Improvement initiatives. The Council members are:

N8B(co-chair)	DASN(PP&R) (co-chair)	ADCS(P&R)(RP)(co-chair)
N80	PDASN(M&RA)	ADCS(P&R)(RF)
N81	DASN(I&F)	CINCLANTFLT Rep
N82	OPA	CINCPACFLT Rep
N4B		

Following Council action, Cost Reduction and Effectiveness Improvement initiatives will be handled within the SPP and T-POM review processes.

b. N80 and N81.

(1) N80, with support from ASN(RD&A), will initiate a data call to Navy activities, including OPNAV Resource Sponsors and Fleet Commanders, for submission of cost reduction and effectiveness improvement initiatives. This POM-02 Serial constitutes the data call. The format for submitting initiatives is included as enclosure (3). If necessary, N80 will assign resource sponsorship for submitted initiatives. Existing initiatives and those validated, prioritized, and recommended by the Council will be addressed in Sponsor Program Proposals. N80 will publish a list of prioritized initiatives after Council review.

(2) N80 will convene a NRB if necessary to resolve cross-sponsor investment and gain-sharing arrangements.

(3) N81, along with NCCA, will ensure that an assessment of costs, returns and risks has been completed for submitted initiatives. High Return on Investment (ROI) - in terms of financial savings, workload reduction, readiness improvement, and Quality of Life enhancement - and payback periods inside the FYDP will be a priority.

c. Resource Sponsor Responsibilities.

(1) Forward initiatives submitted by the Fleets, Systems Commands, or others to N80 for N81 and NCCA review. Resource

Subj: POM-02 REVIEW OF INITIATIVES FOR COST REDUCTION AND
EFFECTIVENESS IMPROVEMENT (CREI)

Sponsors will endorse (positive or negative), but not exclude submissions, and forward to N80. Previously submitted CREI initiatives will not automatically be reviewed again.

(2) Evaluate initiatives identified for potential inclusion in POM-02. Resource Sponsor will assign a priority (high, medium, or low) to each initiative under their area of responsibility and forward to N80. Numerical ranking is also permitted.

(3) Sponsor Program Proposal (SPP) briefs and documentation.

(a) Highlight CREI and Smart Work initiatives included in the FY-00 President's Budget and the FY-01 Budget Estimate Submission (BES) (enclosure 3) in Sponsor Program Proposal (SPP) briefs and documentation. Include the rationale for any revisions to the funding for these initiatives.

(b) Identify in the SPP, which CREI Council validated and prioritized POM-02 initiatives are funded, and which are not.

(c) Other "CREI-like" initiatives funded by the Resource Sponsor, but not reviewed by the Council, should also be highlighted.

(d) Discuss gain-sharing practices used as an incentive to encourage future investments by the Fleet and Claimants.

(e) Highlight initiatives and program funding changes associated with DoN PMOLCS/R-TOC Pilot Programs.

(4) The sponsor will retain savings from CREI initiatives they fund in their SPPs. Sponsors should develop similar arrangements for gain sharing to encourage development of cost reduction and effectiveness improvement initiatives. Savings for initiatives not funded in SPPs, but later directed by N80, will be allocated "corporately." Manpower savings will be allocated as specified in the SECNAV Planning Guidance.

(5) Initiatives will be "tagged" when entered into the WINPAT database. CREI initiatives will be placed into one of

Subj: POM-02 REVIEW OF INITIATIVES FOR COST REDUCTION AND
EFFECTIVENESS IMPROVEMENT (CREI)

the existing Smart Work categories. The MDAP II field will be filled in with:

SM - Smart Manning: Smarter personnel policies and workload reduction through manpower reapplication, effective recruiting and retention incentives, and training improvements.

CFL - Capital for Labor: Low cost/high return investments to reduce weapon system ownership burdens, and application of smart technology to relieve manpower demands.

TMWC - Tools, Materials, and Working Conditions: Initiatives and improvements that reduce workload, increase operational efficiency, and provide quality of life in the shore-based infrastructure.

INFO - Information Investments: Initiatives to ensure the information demands of conducting our everyday business are met reliably and with less labor-intensive processes.

d. Fleet Responsibilities.

(1) Submit initiative proposals to N80 via the appropriate Resource Sponsor. Fleet initiatives should include non-ACAT programs. Proposals must include sufficient information for review by N81 and NCCA.

(2) Assist N81, NCCA, the Council, and Resource Sponsors in evaluating initiatives.

e. Non-Fleet Claimant Responsibilities.

(1) Submit initiative proposals to N80 via the appropriate Resource Sponsor using enclosure (3). The existing NAVAIR Affordable Readiness and NAVSEA Corporate Productivity Fund narrative and spreadsheet templates meet all requirements of enclosure (3) and are acceptable without modification provided the technical, schedule, and cost/savings confidence rankings are included (see submission format instructions in enclosure (3)). Provide an information copy of each initiative to the cognizant Resource Sponsor and to DASN (PP&R). Previously submitted CREI initiatives will not automatically be reviewed again.

Subj: POM-02 REVIEW OF INITIATIVES FOR COST REDUCTION AND
EFFECTIVENESS IMPROVEMENT (CREI)

(2) Acquisition Systems Commands collate and rank the package of initiatives from PEOs and DRPMs under their cognizance.

(2) Assist N81, the Council, and Resource Sponsors in evaluating initiatives. Provide second-order breakdown of O&S savings and cost avoidance in enclosure (3) as follows:

- O-Level/Mission Personnel
 - Operations
 - Maintenance
 - Other Mission Personnel

- Unit-Level Consumption
 - POL/Energy consumption
 - Consumable Material/Repair Parts
 - Depot-Level Repairables
 - Training Munitions/Expendable Stores
 - Other

- Intermediate Maintenance (External to Unit)
 - Maintenance
 - Consumable Material/Repair Parts
 - Other

- Depot Maintenance
 - Overhaul/Rework
 - Other

- Contractor Support
 - Interim Contractor Support
 - Contractor Logistics Support
 - Other

- Sustaining Support
 - Support Equipment Replacement
 - Modification Kit Procurement/Installation
 - Other Recurring Investment
 - Sustaining Engineering Support
 - Software Maintenance Support
 - Simulator Operations
 - Other

Subj: POM-02 REVIEW OF INITIATIVES FOR COST REDUCTION AND
EFFECTIVENESS IMPROVEMENT (CREI)

Indirect Support
Personnel Support
Installation Support

4. Miscellaneous.

a. Initiatives not approved by the Council will be subject to further review by SECNAV and CNO for possible inclusion in the POM. Approved initiatives not funded (above core) will be evaluated in the POM-02 process.

b. OPNAV (N4) will provide a Commercial Operations and Support Cost Savings Initiative (COSSI) and Logistics Engineering Change Proposal (LECP) investment summary to N80 and DASN (PP&R) as part of the POM.

c. NAVAIR will provide an Affordable Readiness program investment summary to N80 and DASN (PP&R) as part of the POM.

d. NAVSEA will provide a Corporate Productivity Fund program investment summary to N80 and DASN (PP&R) as part of the POM.

5. Questions or comments may be directed to CDR Trey Carson (N801R), (703) 697-3974 or CDR Bob Brese (703) 693-3920. An acceptable automated version of enclosure (3) is available from NAVAIR's Maria Ponti, (301) 342-8276 or pontimr@navair.navy.mil or NAVSEA's Jerome Acks, (703) 602-1308 x166 or acksjr@navsea.navy.mil.

//s//

J. J. GROSSENBACHER

Director

Programming Division (N80)

Distribution:
(See next page)

Subj: POM-02 REVIEW OF INITIATIVES FOR COST REDUCTION AND EFFECTIVENESS
IMPROVEMENT (CREI)

Distribution:

A6 CMC (P&R, only)
21A1 CINCLANTFLT (Code N80, N801 and N4, only)
21A2 CINCPACFLT (Code N80, N801, N83, and N4, only)
CNO (N1, N2, N3/N5, N4, N6, N7, N8, N81, N82, N83, N84, N85,
N86, N87, N88, N89, N09B, N09N, N091, N093, N095, N096)
FKA1A COMNAVAIRSYSCOM (AIR-7.6.3, only)
FKA1B COMSPAWARSYSCOM (SPAWAR-01, 01-5, 05L, only)
FKA1C COMNAVFACECOM (FAC-FM, MCN, PW, only)
FKA1F COMNAVSUPSYSCOM (SUP-012, only)
FKA1G COMNAVSEASCOM (SEA-01, SEA-03, 0411, 08H, only)

Copy to:

A1 Immediate Office of the Secretary (AAUSN, ASN(FMC),
ASN(I&E), ASN(M&RA), ASN(RD&A)(PEOs & DRPMs)), GC, only)
A2A DoN Staff Offices (OPA, ONR (Code 08), only)
A5 CHNAVPERS (Pers-02, Pers-7, only)
B2A Defense Systems Management College (Code SE-B), only)
21A3 CINCUSNAVEUR (Code N-81 and 015, only)
21A4 Naval Forces Command Central Command (Code N8, N80, only)
23B2 COMNAVSPECWARCOM (Code N8) (only)
23C COMNAVRESFOR (Code N312, N8, only)
41A COMSC (Code N11, N8, N913, only)
C4EE CNA (Mr. Swartz)
D2A NCCA
FD1 COMNAVMETOCCOM (Code N-412, only)
FE1 COMNAVSECGRU (Code N80, only)
FF32 FLDSUPPACT (Code 212A, only)
FF44 NAVWARCOL (Code 013), only)
FG1 COMNAVCOMTELCOM
FH1 BUMED (MED-01, only)
FJA10 NAVMAC
FJB1 COMNAVCRUITCOM (Code 0141, only)
FKA8F DIRSSP (Code 132, 163, only)
FKQ6C NCCOSC RDTE DIV (Code 163, only)
FN1 COMNAVSPACECOM
FT1 CNET
FS1 ONI
V12 MCCDC
CNO (N00A, N00K, N00N, N09A, N09BC, N09B2E2, N09N1, N120,
N122, N20, N201, N4J, N51, N512A, N514, N6E, N71, N8JB,
N80B, N80D, N81B, N811, N812, N813R, N801, N804, N821,
N822, N86R, N863, N865, N869, N871, N872, N879, N88C,
N88R, N88W, N880, N881, N882, N885, N889, N091M, N911,
N931, N958, N960)

POM-02
SCHEDULE OF EVENTS
FOR VALIDATION OF COST REDUCTION INITIATIVES

1999

29 October	Initiative submissions due to N80
7-8 December	Cost Reduction and Effectiveness Improvement Council meets
15 December	N80 publish prioritized initiatives list

2000

April	SPPs due
May	T-POM DoN Program Strategy Board (DPSB)

FY00 PB Smart Work Summary

	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY99-05</u>	<u>FY01-05</u>
Smart Manning	47.5	98.3	133.7	147.3	93.1	49.9	27.2	597.0	451.2
Capital for Labor	56.7	137.2	149.2	128.2	116.9	93.1	72.8	754.1	560.2
Tools, Material and Working Conditions	4.8	9.5	13.5	29.5	22.0	12.0	10.0	101.3	87.0
Information Investments	10.0	15.0	15.0	15.0	10.0	5.0	0.0	70.0	45.0
Total	119.0	260.0	311.4	320.0	242.0	160.0	110.0	1522.4	1143.4

Smart Manning

<u>FMB Code</u>	<u>Claimant</u>	<u>APPN</u>	<u>Initiative</u>	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>
Total				47	98	134	147	93	50	27
<u>Naval Personnel</u>										
FMB141	BUPERS	MPN	Changes to High Year Tenure (HYT) policy:	1.8	3.0	2.6	2.6	2.6	2.6	2.6
FMB141	BUPERS	MPN	Increase funding to FY 99 SRB program	20.0	5.0	5.0	5.0	0.0	0.0	0.0
FMB141	BUPERS	MPN	Assign 'A' School pools to Fleet during delay	1.4	3.6	3.6	3.6	3.6	3.6	3.6
FMB141	BUPERS	MPN	Retain some portion of Physical Readiness Test (PRT) failures	6.7	11.8	2.1	0.0	0.0	0.0	0.0
	BUPERS	MPN	Skip 'A' School Attrites immediately to the Fleet	0.2	0.0	0.0	0.0	0.0	0.0	0.0
	BUPERS	OMN	PRIDE System (Recruiting Reservation System)	0.0	5.0	5.0	0.0	0.0	0.0	0.0
	BUPERS	MPN	GENDET Targeted Enlistment Program	2.0	2.0	2.0	2.0	2.0	2.0	2.0
	HQMC	MPMC	Marine Corps College Fund	0.0	7.1	7.1	7.1	7.1	7.1	7.1
	HQMC	MPMC	Selective Reenlistment Bonus	0.0	6.4	10.5	4.5	4.5	4.5	4.5
	Recruit Management Information System									
	HQ USMC	OMMC	Expansion	0.3	0.4	0.4	0.4	0.4	0.4	0.4
	HQMC	OMMC	Integrated Total Force Automated Personnel Management System	1.5	1.7	0.8	0.0	0.0	0.0	0.0
	HQMC	OMMC	Process Improvement/Reengineering	0.0	0.4	0.3	0.2	0.2	0.2	0.2
<u>Training</u>										
FMB141	CNET	OMN	Reengineer Service School Training	7.0	39.0	34.0	20.0	19.0	3.0	4.0
<u>Ship Maintenance Initiatives</u>										
Civilian Substitute during CVN Refueling Complex										
FMB141	NAVSEA	OMN	Overhaul (RCOH)	0.0	0.0	40.0	80.0	32.0	0.0	0.0
FMB141	LANTFLT	OMN	New England Maintenance Manpower Initiative	6.6	12.9	20.3	21.9	21.7	26.5	2.8

Capital for Labor

	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>
Total	57	137	149	128	117	93	73
OMN	34.4	34.8	30.7	13.0	8.0	8.0	0.0
OMMC	0.0	0.6	0.0	0.0	0.0	0.0	0.0
MPN	0.0	4.2	4.2	4.2	4.2	4.2	4.2
WPN	0.0	3.4	3.3	1.3	0.0	0.0	0.0
RDTEN	1.1	7.5	2.7	0.7	0.5	0.3	0.1
APN	4.7	21.6	3.4	19.3	10.7	9.6	8.5
SCN	9.0	10.1	9.3	10.6	10.7	11.0	0.0
PMC	0.0	1.9	0.0	0.0	0.0	0.0	0.0
OPN	7.5	53.1	95.6	79.1	82.8	60.0	60.0

- High return investments for cost and workload reduction initiatives:

-- Total Ownership Costs (TOC): improvements in centrally supported systems that enhance the condition of the fleet workplace by reducing weapon system ownership burdens and relieve manpower demands. Initiatives such as ship, aircraft, ground equipment improvements and test and research initiatives that reduce production and/or operating costs freeing funds for reinvestment in modernization and recapitalization programs may be included.

-- Ship and aircraft labor-saving initiatives: such as low maintenance water tight doors, self lubricating door bushings, high durability wear resistant coatings, tank monitoring systems, anti-stain paints, automated oil analysis, mechanical seals, submarine water borne repairs, P-3 prop valve troubleshooting, well deck overhead and hand tools.

-- Smart Ship: enabling technologies that explore reduced manning and life cycle costs through the application of integrated ship controls, condition based maintenance, improved monitoring systems and the application of other initiatives found viable.

-- Smart Card: technologies that provide an updateable information medium, that reduces proliferation of single use, non-standard automated cards and eliminates redundant data entry. Smart Card moves data from one legacy system to another, by identifying and authenticating a service member onto a database or network and between the service member and the permanent record.

- ASN(RDA) has comprehensive programmatic oversight of these issues.

- No FY 1999 reprogramming required, funded within existing programs. Budget increased FY 00-05 for all initiatives.

PB-00 Capital For Labor (CFL) Detail
(\$(K))

10/5/994:12 PM

ISSUE	TITLE	Action*	APPN	BA	CL	CLI	RS	PE	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY99-05	To Comp	Total	Remarks
66380	MV-22 CF Generator	I	APN	01	19	016400	88	0206121M	0	4,400	0	0	0	0	0	4,400		4,400	
66398	H50 HDS/HUMS (PBD 752)	I	APN	05	19	053000	88	0204243N	4,700	0	0	10,200	9,300	8,200	7,100	39,500	10,710	50,210	
65767	SH-60 IMDS (PBD 738)	Alt I	APN	19	19	053000	88		0	22,500	20,000	15,000	15,000	15,000	15,000	102,500		102,500	
65767	4BN/4BW IMDS (PBD 738)	Alt I	APN	19	19		88		0	0	0	2,600	6,300	6,400	7,200				
66121	Legacy ATE w/CASS	I	APN	07	19	070500	88	0204161N	0	13,800	0	6,900	0	0	0	20,700		20,700	
66400	Oxygen Regulator (CRU-103P1)	I	APN	06	19	060520	88	0204161N	0	2,000	2,000	800	0	0	0	4,800		4,800	
66394	Paintless (S-3B) Applique	I	APN	05	19	054100	88	0204234N	0	1,400	1,400	1,400	1,400	1,400	1,400	8,400	8,030	16,430	
66283	Virtual Missile Range (VMR)	I	RD TEN	06	19	R0151	91	0604256N	900	300	0	0	0	0	0	1,200		1,200	
66315	SLAMER-MSTS	I	WPN	01	19	223100	88	0204271N	0	3,400	3,300	1,300	0	0	0	8,000		8,000	
66280	ADS Sensor	I	RD TEN	05	39	X1300	87	0604784N	0	2,100	500	0	0	0	0	2,600		2,600	
66285	High Perf Brush Technology	I	RD TEN	07	24	S1303	87	0205675N	0	900	600	400	100	100	100	2,200	3,000	5,200	
66261	Shipboard Fuel Systems Training	I	RD TEN	04	24	32469	86	0603513N	200	200	300	300	400	200	0	1,600		1,600	
66867	LPD Fresh Water Cooling	I	SCN	03	24	303600	85	0204411N	200	200	200	200	200	200	0	1,200		1,200	
66867	LPD MPDE Used Oil Tank	I	SCN	03	24	303600	85	0204411N	200	200	200	200	200	200	0	1,200		1,200	
66867	LPD Jacket Water Stowage	I	SCN	03	24	303600	85	0204411N	200	200	200	200	200	200	0	1,200		1,200	
66867	LPD MPDE FOLO Pump Drive	I	SCN	03	24	303600	85	0204411N	0	200	0	200	200	200	0	800		800	
66867	LPD Onboard DC/FF Virtual Training	I	SCN	03	24	303600	85	0204411N	0	800	0	900	900	900	0	3,500		3,500	
66867	LPD Interactive Courseware	I	SCN	03	24	303600	85	0204411N	4,600	4,600	4,700	4,800	4,900	5,100	0	28,700		28,700	
66867	LPD Integrated Team Training	I	SCN	03	24	303600	85	0204411N	3,800	3,900	4,000	4,100	4,100	4,200	0	24,100		24,100	
66841	AN/SQQ-32 Staves	I	OPN	02	24	262200	85		400	0	0	0	0	0	0	400		400	
66498	Integrated Cond. Assessment Sys. (ICAS)	I	OPN	01	24	098100			2,000	17,800	23,900	0	0	0	0	43,700		43,700	
66497	Smart Ship in LSD 41/49 Classes	I	OPN	01	24	098100	85	0204411N	0	25,000	20,000	17,500	17,500	0	0	80,000		80,000	
66497	Smart Ship CVN	I	OPN	01	24	098100	88	0204112N	0	0	0	40,000	60,000	60,000	60,000	220,000		220,000	
66498	Smart Ship CVN	I	OPN	01	24	098100	85	0204112N	0	0	0	20,000	0	0	0	20,000		20,000	
66505	Smart Ship Aegis	I	OPN	04	24	524600	86	0204221N	5,100	10,300	31,700	21,600	5,300	0	0	74,000		74,000	
66258	Ventilation Systems	I	RD TEN	04	24	32469	86	0603513N	1,000	200	200	0	0	0	0	1,400		1,400	SEA-03
66259	Composites to Reduce Corrosion	I	RD TEN	04	24	32469	86	0603513N	1,000	1,600	1,500	0	0	0	0	4,100		4,100	SEA-03
From TMWC/MPN:																			
66360	Smart Card	I	OMN	04	39	483N	04	0701113N	25,000	22,000	19,000	13,000	8,000	8,000	0	95,000		95,000	
66379	NAVAIR (ANALQ-126B)	I	OMN	01	19	104D	88	0708017N	0	300	0	0	0	0	0	300		300	DASN(AIR) TOC Red'n
66379	P-3 PROP VALVE TROUBLESHOOTING	I	OMN	01	19	104D	88	0708017N	0	200	0	0	0	0	0	200		200	DASN(AIR) TOC Red'n
66379	ARC FAULT DETECT PHOTO SENSOR	I	OMN	01	24	104D	87	0708017N	0	800	0	0	0	0	0	800		800	DASN(SHIPS) TOC Red'n
66462		I	MPN						0	0	800	800	800	800	800	4,000		4,000	Recolored FY01 BES
66379	ADCAP CROSSOVER BATTERY	I	OMN	01	24	104D	87	0708017N	0	4,000	0	0	0	0	0	4,000		4,000	DASN(MUV) TOC Red'n
66379	SONAR DOME COFFERDAM	I	OMN	01	24	104D	87	0708017N	0	800	0	0	0	0	0	800		800	DASN(SHIPS) TOC Red'n
SEA-03 OMN Capital For Labor (CFL) Initiatives:																			
66379/	Well Deck Overheads	I	OMN	01		1B2B	86	0708017N	1,937	800	600	600	600	600	600	5,737		5,737	#1
66379/	Anti-stain Paint	I	OMN	01		1B2B	86	0708017N	672	550	550	550	550	550	550	3,972		3,972	#2 Briefed to SECNAV 18 DEC
66379/	Hand Tools	I	OMN	01		1B2B	86	0708017N	330	830	830	650	650	650	650	4,590		4,590	#3 Briefed to SECNAV 18 DEC
66379/	High Durability Paint	I	OMN	01		1B2B	86	0708017N	760	665	700	1,000	1,000	1,000	1,000	6,125		6,125	#4 Briefed to SECNAV 18 DEC
66379/	Watertight Doors	I	OMN	01		1B2B	86	0708017N	350	0	4,290	0	0	0	0	4,640		4,640	#5 Briefed to SECNAV 18 DEC
66379/	Composites	I	OMN	01		1B2B	86	0708017N	556	0	0	600	600	600	600	2,956		2,956	#6 Funds above PBD 752 RDT&E dollars
66379/	Blige Preservation	I	OMN	01		1B2B	86	0708017N	980	400	400	0	0	0	0	1,780		1,780	#7 Briefed to SECNAV 18 DEC
66379/	Freeboard Anti-stain	I	OMN	01		1B2B	86	0708017N	375	500	500	0	0	0	0	1,375		1,375	#8 Briefed to SECNAV 18 DEC
66379/	Vent Systems	I	OMN	01		1B2B	86	0708017N	355	500	450	0	0	0	0	1,305		1,305	#9 Funds above PBD 752 RDT&E dollars
66379/	Non-skid	I	OMN	01		1B2B	86	0708017N	311	500	500	0	0	0	0	1,311		1,311	#10 Briefed to SECNAV 18 DEC
66379/	Hydroblast	I	OMN	01		1B2B	86	0708017N	0	2,000	2,000	0	0	0	0	4,000		4,000	#11 Briefed to SECNAV 18 DEC
66379/	Sealed Bearings	I	OMN	01		1B2B	86	0708017N	214	55	80	0	0	0	0	349		349	#12 Briefed to SECNAV 18 DEC
66379/	Tank Monitoring	I	OMN	01		1B2B	86	0708017N	0	900	900	0	0	0	0	1,800		1,800	#13 Briefed to SECNAV 18 DEC
66379/	Mechanical Seals	I	OMN	01		1B2B	86	0708017N	310	300	300	0	0	0	0	910		910	#14 Briefed to SECNAV 18 DEC
66379/	SURFMER	I	OMN	01		1B2B	86	0708017N	250	0	0	0	0	0	0	250		250	#15 Briefed to SECNAV 18 DEC
66379/	Oil Analysis	I	OMN	01		1B2B	86	0708017N	0	300	300	0	0	0	0	600		600	#16 Briefed to SECNAV 18 DEC
66379/	Machinery Space Vent	I	OMN	01		1B2B	86	0708017N	0	400	600	0	0	0	0	1,000		1,000	#18 Briefed to SECNAV 18 DEC
66379/	Calibration Reduction	I	OMN	01		1B2B	86	0708017N	0	400	400	0	0	0	0	800		800	#19 Briefed to SECNAV 18 DEC
Total SEA-03 OMN CFL Initiatives									7,400	9,100	13,400	3,400	3,400	3,400	3,400	43,500		43,500	
66379	SEA-03 CFL funded with PBD 752 OMN								7,400	4,900	10,000	0	0	0	0	22,300		22,300	
66462	SEA-03 CFL funded with PBD 752 MPN								0	4,200	3,400	3,400	3,400	3,400	3,400	21,200		21,200	Recolored FY01 BES
Marine Corps TOC issues:																			
66251	Cal Techs/Lab Mate	I	PMC	04	27	462000	MC	0206313M	0	900	0	0	0	0	0	900		900	
66301	AAAV Engine Producability	I	RD TEMC	04	27	B0020	MC	0603611M	0	3,500	1,300	0	0	0	0	4,800		4,800	
66254	Environmental Stabilization System	I	PMC	04	27	462000	MC	0206313M	0	1,000	0	0	0	0	0	1,000		1,000	
66302	Riverine Assault Craft	I	RD TEMC	04	27	C2507	MC	0603635M	0	500	0	0	0	0	0	500		500	
66323		I	OMMC	01	27	1A1A	MC	0206126M	0	600	0	0	0	0	0	600		600	
Total CFL Investment									56,700	137,200	149,200	128,200	116,900	93,100	72,800	754,100	21,740	775,840	

* I = Investment
ST = Savings Taken
OA = Other Unrealized Cost Avoidance

Tools, Materials and Working Conditions

<u>APPN</u>	<u>Claimant</u>	<u>Initiative</u>	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>
Total			5	10	14	30	22	12	10
OMMC	HQMC	U.S. Marine Corps initiatives	4.8	5.5	5.5	5.5	3.9	2.6	1.3
OMN	Various	U.S. Navy initiatives	0.0	4.0	8.0	24.0	18.1	9.4	8.7

- Investment pool for initiatives that reduce workload, improve operational efficiency and quality of life.
- May fund ideas submitted from all echelons.
- ASN(I&E) has oversight responsibility to monitor performance relative to plan, working with initiatives in support of the ashore infrastructure.

Information Investments

	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>
Total	10	15	15	15	10	5	0

- Finances improvements in internal and labor intensive processes by financing initiatives
 - initial efforts targeting contractual management on:
 - strategic planning,
 - performance reporting,
 - clean financial statements,
 - human resource management,
 - audits,
 - accelerates IT upgrades.
- Managed by ASN(FM&C).

Navy PR-01 CREI Initiatives Summary (\$K)

RS	ISSUE	TITLE	APPN	CLI	PE	FY01	FY02	FY03	FY04	FY05	FYDP
N1	10050	SINGLE INTEGRATED HRS	OMNR	4A6M	0505096N	0	0	0	3,400	13,300	16,700
N1	10050	ELECTRONIC FIELD SERVICE RECORD	OPN	810600	0901220N	0	0	0	400	400	800
N4	14005	AUTO IDENTIFICATION TECHNOLOGY	OMN	4B3N	0708012N	1,500	1,100	0	0	0	2,600
N4	14009	TOTAL ASSET VISIBILITY	OMN	4B3N	0708012N	2,000	1,700	0	0	0	3,700
N4	14026	NAVY ELECTRONIC COMMERCE ON-LINE	OMN	4B3N	0708012N	1,000	2,200	0	0	0	3,200
N4	14317	SPEDI AND PORT OPS MGMT SYSTEM	OMN	4B2N	0901296N	1,800	6,540	0	0	0	8,340
N4	14318	SMART CARD SUSTAINMENT	OMN	4B3N	0708020N	0	0	0	0	8,700	8,700
N6	17107	GCCS-M CBT	RDTEN	X2305	0604231N	0	300	0	0	0	300
N85	23008	LHD STERN FLAP CRE&I INITIATIVE	OMN	1B5B	0204411N	0	0	0	0	600	600
N85	23008	LHD STERN FLAP CRE&I INITIATIVE	RDTEN	S1980	0204413N	200	350	475	950	0	1,975
N85	23215	INTEGRATED COMBAT WEAPONS SYSTEM (ICWS)	RDTEN	Q1233	0603502N	6,430	7,470	5,700	5,500	0	25,100
N85	23219	MHC-51 DIESEL EFI	OPN	097500	0204302N	2,000	2,000	2,000	0	0	6,000
N86	25519	SM CONVENTIONAL FUZE	RDTEN	K1821	0603609N	4,300	0	0	0	0	4,300
N86	25520	LOW COST PLANER ARRAY SAVINGS	OPN	260600	0204221N	0	0	0	0	0	0
N86	00002	SELF LUBRICATING WATERTIGHT DOOR BUSHINGS	OMN	4B5N	0708017N	4400	0	0	0	0	4,400
N87	28085	TOC INIT.-PRESSURE EXCHANGER REV. OSMOSIS-INVESTMENT	RDTEN	F1947	0604558N	0	500	700	0	0	1,200
N87	28085	TOC INIT.-PRESSURE EXCHANGER REV. OSMOSIS-INVESTMENT	SCN	201300	0204281N	0	1,000	0	0	0	1,000
N87	28087	TOC INIT-SSN-21 PROPULSOR PAINT-INVESTMENT	OMN	1B2B	0708017N	530	0	0	0	0	530
N87	28089	TOC INITIATIVE - PARTIAL ARC BEARING INVESTMENT	OMN	1B2B	0204283N	1,000	2,200	1,400	1,400	1,400	7,400
N87	28091	TOC INITIATIVE - WATERBORNE CABLE INVESTMENT	OMN	1B2B	0204283N	150	920	300	300	300	1,970
N87	28093	TOC INITIATIVE - ONBOARD CHLORINATION INVESTMENT	OMN	1B5B	0204283N	210	320	180	180	180	1,070
N87	28095	TOC INITIATIVE - ELECTROMAGNETIC FLOWMETER INVESTMENT	OMN	1B5B	0204283N	150	80	80	90	100	500
N87	28098	TOC INITIATIVE - HULL & VALVE ANTI-FOULING INVESTMENT	OMN	1B2B	0204283N	90	120	100	50	50	410
N87	00003	ARC FAULT DETECT PHOTO SENSOR	OMN	1D4D	0708017N	800	0	0	0	0	800
N88	30101	PR01 - F-14 ROADMAP II	APN	051900	0204144N	31,200	1,600	0	0	0	32,800
N88	31220	PR01 - F-14 ROADMAP II	OMN	1A5A	0702207N	700	0	26,800	0	0	27,500
N88	30590	PR-01 - F/A-18C/D MULTI-PURPOSE COLOR DISPALY (MPCD)	APN	057700	0204161N	0	19,099	16,045	11,645	8,897	55,686
N88	30840	TOC: ULTRA LOW MAINTENANCE (ULM) BATTERY	APN	053000	0204243N	910	1,600	0	0	0	2,510
N88	30850	TOC: H-60 HEATER MAT TEST SET	APN	053000	0204243N	144	0	0	0	0	144
N88	31680	TOC: AN/ALQ-99 RECEIVER OBSOLESCENCE	OMN	4B4N	0708012N	500	0	0	0	0	500
N88	31690	TOC: E-2C NACELLE IMPROVEMENT	OMN	4B4N	0708012N	37	0	0	0	0	37
N88	31695	TOC: LOX TO OBOGS CONVERSION	APN	070500	0204161N	0	0	500	100	10,000	10,600
N88	30845	TOC: CLOSED LOOP WATER JET	OMN	1B4B	0204112N	0	0	0	0	0	0
Total Investment						60,051	49,099	54,280	24,015	43,927	231,372

USMC PR01 Cost Reduction and Effectiveness Improvement Issues

Title	Action	Appn	BA	CL	CLI	RS	PE	FY00	FY01	FY02	FY03	FY04	FY05	To Comp	Total	Remarks
Funded in PR01																
AAAV Propulsor	Investment	RDTEM	4	27	B0020	MC	0603611M	0	1200	850	0	0	0	0	2050	

Summer 1999 Additional CREI/TOC in FY01 BES
(\$K)

ISSUE	TITLE	Action	APPN	BA	CL	CLI	RS	PE	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY00-05	To Comp	Total
	65679 CREI/TOC - Sanitary Spaces	Investment OMN		04	24	4B3N	86	0708017N	0	2,990	3,080	0	0	0	6,070		6,070
	65679 CREI/TOC - Improved Fuel System	Investment OMN		04	24	4B3N	86	0708017N	0	650	700	0	0	0	1,350		1,350
	65679 CREI/TOC - Paint Teams	Investment OMN		04	24	4B3N	86	0708017N	0	7,500	11,590	0	0	0	19,090		19,090
	65679 CREI/TOC - Tank Level Indicators	Investment OMN		04	24	4B3N	86	0708017N	0	325	325	0	0	0	650		650
Total Investment									0	11,465	15,695	0	0	0	27,160	0	27,160

Instructions for CR&EI Initiative Submission Format

Cover Sheet

1. Identify the Program Manager and Resource Sponsor/HQMC Requirements Office points of contact as applicable.
2. Insert the total initiative investment cost and the estimated total savings in constant FY2000 dollars (man-years for workload reduction).
3. SYSCOMs rate the technical, schedule, and cost confidence on a scale of 1 to 10, with 1 being low confidence/high risk and 10 being high confidence/low risk .
 - a. Technical - Reflects degree of confidence in the technical viability of the initiative. A high rating (10) would indicate the use of mature technology and the availability of the right technical expertise to execute the initiative as proposed. A low rating (1) would indicate the use of new or unproven technology and minimal technical expertise to execute.
 - b. Schedule - Reflects degree of confidence in the proposed schedule of the initiative. A high rating (10) indicates minimal challenge in meeting the proposed timeline for implementing the initiative and realizing the associated benefits. A low rating (1) indicates a very aggressive schedule with highly optimistic underlying assumptions.
 - c. Cost/Benefit - Reflects degree of confidence in the estimated cost and benefits of the initiative. A high rating (10) reflects high confidence in the magnitude of the cost and the financial and workload reduction benefits of the initiative. This implies a strong basis for the cost/benefit estimates in actual experience and traceability of results. A low rating (1) indicates minimal confidence in the magnitude of the costs and benefits as presented.

Narrative

Complete the narrative template. Most sections are self-explanatory. The Current Cost Summary Table represents the affected program costs if the initiative is not implemented. This should be the same as the program baseline entered on the spreadsheet. The Future Cost Projection with Initiative Table provides the resulting program profile reflecting both the costs

associated with implementing the initiative and the actual savings as a result of the initiative. Use CY2000 \$M.

Spreadsheet

Complete both the Then Year (TY\$M) and Constant FY2000 (CY2000 \$M) Dollars sheets. Utilize the current conversion tables.

1. Baseline Investment - Enter the baseline funding profile for the organization, component, weapons system or platform directly affected by the initiative in both TY\$M and CY2000 \$M. Most initiatives directly affect only a portion (i.e. EA-6B Aircraft Engine) of a larger weapons system or platform. That portion (not the entire EA-6B aircraft funding line) should be used as the baseline. This is the cost that will be incurred if the initiative is not implemented. Briefly describe the relationship of the initiative to the baselined program if not inherently obvious.

2. Investment Required to Implement Initiative - Enter all development, production, procurement, and installation costs associated with the initiative under consideration. If implementation of the initiative results in additional or indirect costs, such as salary, etc. they should be included here, not as negative savings/cost avoidance. Breakdown investment costs by Appropriation.

3. Projected Budget Savings and Cost Avoidance - Enter the projected financial return associated with implementing the initiative. Financial savings/cost avoidance associated with workload reduction must be linked to the man-years and labor rates in the workload reduction section of the spreadsheet. Expand O&S savings/cost avoidance as required to include second order breakdown of significant savings sources. Utilize the CAIG generic Operating and Support (O&S) cost elements as follows:

- a. Mission Personnel
 - Operations
 - Maintenance
 - Other Mission Personnel

- b. Unit-Level Consumption
 - POL/Energy Consumption
 - Consumable Material/Repair Parts
 - Depot-Level Repairables
 - Training Munitions/Expendable Stores
 - Other
- c. Intermediate Maintenance (External to Unit)
 - Maintenance
 - Consumable Material/Repair Parts
 - Other
- d. Depot Maintenance
 - Overhaul/Rework
 - Other
- e. Contractor Support
 - Interim Contractor Support
 - Contractor Logistics Support
 - Other
- f. Sustaining Support
 - Support Equipment Replacement
 - Modification Kit Procurement/Installation
 - Other Recurring Investment
 - Sustaining Engineering Support
 - Software Maintenance Support
 - Simulator Operations
 - Other
- g. Indirect Support
 - Personnel Support
 - Installation Support

4. Projected Workload Reduction - Enter the anticipated workload reduction at each level in man-years. If no workload reduction is anticipated for a particular category, enter zero. For each level, indicate the labor rate used to calculate manpower-related cost savings/avoidance in the projected savings and cost avoidance section of the spreadsheet.

Notes:

1. The NAVAIR Affordable Readiness and NAVSEA corporate Productivity Fund narratives and spreadsheets are acceptable without modification provided the technical, schedule, and cost/savings confidence rankings are included.

2. An automated electronic version of the initiative submission format is available from NAVAIR's Maria Ponti, (301) 342-8276 or <mailto:pontimr@navair.navy.mil> or NAVSEA's Jerome Acks, (703) 602-1308 x166 or <mailto:acksjr@navsea.navy.mil>.

POM-02
Cost Reduction & Effectiveness Improvement (CR&EI) Initiative

[INITIATIVE TITLE]

Program Sponsor – Code & Name _____
(Requirements Office)

Program Sponsor/RO - Phone _____

Program Sponsor/RO – E-mail Address _____

Initiative Submitter – Code & Name _____

Initiative Submitter - Phone _____

Initiative Submitter – E-mail Address _____

Cost Summary in FY2000 Dollars

Total Investment Cost (All appropriations, All years): _____

Estimated Total Savings/Cost Avoidance: _____

SYSCOM Confidence Rankings

Scale of 1 (low confidence) to 10 (high confidence)

Technical Confidence: _____

Schedule Confidence: _____

Cost/Savings Confidence: _____

CR&EIC INITIATIVE: [Initiative Title]

Narrative Description of the Initiative:

Description of Where the Work will be Performed:

SCHEDULE CONFIDENCE BASIS

Initiative POA&M Timeline

Task Description	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	To Complete

Description of Ability to Execute POA&M Timeline

Schedule Risk and Underlying Assumptions:

Execution Rationale:

COST METHODOLOGY AND COST/SAVINGS CONFIDENCE BASIS

Documentation of Assumptions:

Documentation of Historical Baseline:

Data Sources:

Inflation Adjustment:

Usage/Maintenance Requirements:

Current Cost Summary Table:

(Note: Remember to Remove/Separate Surcharges, if applicable)

Cost Element	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	To Complete

Documentation of Projected Costs/Savings Methodology Overview:

Data Sources and Tracking Methodology, Including Rationale:

Estimating Models/Methods Used:

Cost Driver Identification:

Future Cost Projection with Initiative Table:

(Note: Remember to Remove/Separate Surcharges, if applicable)

Cost Element	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	To Complete

TECHNICAL CONFIDENCE BASIS

Technical Risk and Underlying Assumptions:

Cost Reduction and Effectiveness Improvement Initiative

[Initiative Title]
[Affected Program] Baseline

In Then Year Dollars (\$M)													
Cost Profile (Current)	Prior	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	To Complete	Totals
Development Phase													
Production Phase													
Operating & Support													
Demilitarization & Disposal													
Total Life Cycle Cost													

In Constant Year FY2000 Dollars (\$M)													
Cost Profile (Current)	Prior	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	To Complete	Totals
Development Phase													
Production Phase													
Operating & Support													
Demilitarization & Disposal													
Total Life Cycle Cost													

Inventory Profile (Current)	Prior	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	To Complete	Totals
Total Production Units	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Operating Units	0	0	0	0	0	0	0	0	0	0	0	0	0

Submitting Office:

Project POC:

Phone:

Email:

Remarks: Briefly describe how the initiative is related to the baselined program.

Cost Reduction and Effectiveness Improvement Initiative Template (Then Year Dollars)

Program:
Initiative Title:
Initiative Type and Summary Description:
Readiness Effect:
PU, PE, RFM Codes Effected:

Submitting Office:
Initiative POC:
Phone:
Email:

Return on Investment:	ROI Ratio:	Planned Start:	Break Even:
------------------------------	-------------------	-----------------------	--------------------

Investments		Projected Profile in Then Year Dollars (\$M)											
	Appropriation	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	To Complete	Total
	RDT&E												
	APN / SCN												
	WPN												
	OPN												
	O&MN												
	MILCON												
	Other												
	Total Investment Required												

Projected Savings and Cost Avoidance					Projected Profile in Then Year Dollars (\$M)								
Appropriation	CAIG Category	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	To Complete	Total
	Development Phase												
	- Direct												
	- Additional TOC Elements												
	Total Development Phase												
	Production Phase												
	- Recurring												
	- Non-recurring												
	- Additional TOC Elements												
	Total Production Phase												
	Operating & Support												
	- O-Level / Mission Personnel												
	- Unit Level Consumption												
	- Intermediate Maintenance												
	- Depot Maintenance												
	- Contractor Support												
	- Sustaining Support												
	- Indirect Support												
	- Other												
	Total Operating and Support												
	Demilitarization & Disposal												
	Total Savings & Cost Avoidance												

Labor rates used to calculate O&S savings/cost avoidance			O Level Labor Rate (\$/Hr):						I Level Labor Rate (\$/Hr):			
Workload Reduction (in man-years)	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	To Complete	Total
Organization Level Personnel												
Intermediate Maintenance												

Cost Reduction and Effectiveness Improvement Initiative Template (Constant FY2000 Dollars)

Program:
Initiative Title:
Initiative Type and Summary Description
Readiness Effect:
PU, PE, RFM Codes Effected:

Submitting Office:
Initiative POC:
Phone:
Email:

Return on Investment:	ROI Ratio:	Planned Start:	Break Even:
------------------------------	-------------------	-----------------------	--------------------

Investments		Projected Profile in Constant FY2000 Dollars (\$M)											
	Appropriation	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	To Complete	Total
	RDT&E												
	APN / SCN												
	WPN												
	OPN												
	O&MN												
	MILCON												
	Other												
	Total Investment Required												

Projected Savings and Cost Avoidance			Projected Profile in Constant FY2000 Dollars (\$M)										
Appropriation	CAIG Category	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	To Complete	Total
	Development Phase												
	- Direct												
	- Additional TOC Elements												
	Total Development Phase												
	Production Phase												
	- Recurring												
	- Non-recurring												
	- Additional TOC Elements												
	Total Production Phase												
	Operating & Support												
	- O-Level / Mission Personnel												
	- Unit Level Consumption												
	- Intermediate Maintenance												
	- Depot Maintenance												
	- Contractor Support												
	- Sustaining Support												
	- Indirect Support												
	- Other												
	Total Operating and Support												
	Demilitarization & Disposal												
	Total Savings & Cost Avoidance												

Labor rates used to calculate O&S savings/cost avoidance			O Level Labor Rate (\$/Hr):						I Level Labor Rate (\$/Hr):			
Workload Reduction (in man-years)	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	To Complete	Total
Organization Level Personnel												
Intermediate Maintenance												

CREI Initiative Submission Format Instructions

Complete both the Then Year (TY\$M) and Constant FY2000 (CY2000 \$M) Dollars sheets. Utilize the current conversion tables published by NAVCOMPT. These are available at <http://www.xxxxxxxx>.

1. Baseline Investment - Enter the baseline funding profile for the organization, component, weapons system or platform **directly affected by the initiative** in both TY\$M and CY2000 \$M. Most initiatives directly affect only a portion (i.e. EA-6B Aircraft Engine) of a larger weapons system or platform. That portion (not the entire EA-6B aircraft funding line) should be used as the baseline. This is the cost that will be incurred if the initiative is not implemented. Briefly describe the relationship of the initiative to the baselined program if not inherently obvious.

2. Investment Required to Implement Initiative - Enter all development, production, procurement, and installation costs associated with the initiative under consideration. If implementation of the initiative results in additional or indirect costs, such as salary, etc. they should be included here, not as negative savings/cost avoidance. Breakdown investment costs by Appropriation.

3. Projected Budget Savings and Cost Avoidance - Enter the projected financial return associated with implementing the initiative. Financial savings/cost avoidance associated with workload reduction must be linked to the man-years and labor rates in the workload reduction section of the spreadsheet. Expand O&S savings/cost avoidance as required to include second order breakdown of significant savings sources. Utilize the CAIG generic Operating and Support (O&S) cost elements as follows:

- | | |
|--|---|
| a. Mission Personnel | e. Contractor Support |
| Operations | Interim Contractor Support |
| Maintenance | Contractor Logistics Support |
| Other Mission Personnel | Other |
| b. Unit-Level Consumption | f. Sustaining Support |
| POL/Energy Consumption | Support Equipment Replacement |
| Consumable Material/Repair Parts | Modification Kit Procurement/Installation |
| Depot-Level Repairables | Other Recurring Investment |
| Training Munitions/Expendable Stores | Sustaining Engineering Support |
| Other | Software Maintenance Support |
| | Simulator Operations |
| c. Intermediate Maintenance (External to Unit) | Other |
| Maintenance | g. Indirect Support |
| Consumable Material/Repair Parts | Personnel Support |
| Other | Installation Support |
| d. Depot Maintenance | |
| Overhaul/Rework | |
| Other | |

4. Projected Workload Reduction - Enter the anticipated workload reduction at each level in man-years. If no workload reduction is anticipated for a particular category, enter zero. For each level, indicate the labor rate used to calculate manpower-related cost savings/avoidance in the projected savings and cost avoidance section of the spreadsheet.